

# Montana Judicial Branch

## Information Technology Strategic Plan

2015



Commission on Technology  
October 2014

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This report is also available on-line at the Montana Judicial Branch Web site:

[www.courts.mt.gov](http://www.courts.mt.gov)

The Montana Judicial Branch Information Technology Strategic Plan was prepared for the Montana Judicial Branch by the Commission on Technology. The Commission was established by order of the Supreme Court on January 29, 2002. The members, appointed by the Court, serve a three-year staggered term. The current members are as follows:

Hon. Mike Wheat, Supreme Court Justice, Commission Chair

Hon. Randal Spaulding, District Court Judge, 14<sup>th</sup> Judicial District

Hon. Gregory Mohr, Justice of the Peace, Richland County

Hon. Larry Carver, Justice of the Peace, Judith Basin County

Rep. Galen Hollenbaugh

Ed Smith, Clerk of the Supreme Court

Peg Allison, Clerk of the District Court, Flathead County

Beth McLaughlin, Supreme Court Administrator

Lisa Mecklenberg-Jackson, State Law Librarian

Christopher Manos, Executive Director, State Bar of Montana

P. Mars Scott, Public Member

## Profile: Montana Judicial Branch

Article VII of the Constitution of the State of Montana provides that the “judicial power of the state is vested in one supreme court, district courts, justice courts, and such other courts as may be provided by law.” The Montana Judicial Branch also includes special jurisdiction courts created by the Montana Legislature.

### The Judiciary

#### Supreme Court

The Montana Supreme Court consists of six justices and one chief justice. All seven justices are elected via non-partisan statewide elections. The Montana Constitution grants the Supreme Court the authority to hear appeals from all District Courts. It also authorizes the Supreme Court to exercise original jurisdiction over some legal actions.

#### District Courts

District Courts in Montana are courts of general jurisdiction with authority over felony criminal cases and a variety of civil cases, including domestic relations matters. The Districts Courts also serve as Montana’s Youth Courts. Montana has 46 district court judges in 22 judicial districts. The District Courts serve citizens in all 56 of Montana’s counties and district court judges have more than 400 years of combined experience on the bench.

#### Courts of Limited Jurisdiction

The Montana Courts of Limited Jurisdiction include 155 justice, city and municipal courts. Limited jurisdiction courts are the courts most often accessed by citizens of the state. These courts handle a variety of matters both criminal and civil in nature.

#### Special Jurisdiction Courts

**Water Court** -- Montana’s Water Court was created by the 1979 Legislature to expedite and facilitate the statewide adjudication of over 219,000 state law-based water rights and Federal and Indian reserved water rights claims. The Water Court, presided over by two judges, has exclusive jurisdiction over the adjudication of water rights claims.

**Workers’ Compensation Court** -- Created in 1975 by the Legislature, the Workers’ Compensation Court (WCC) resolves disputes arising under the Workers’ Compensation Act as well as disputes involving independent contractor exemptions and employment preferences. Presided over by one judge, the WCC conducts trials statewide and decides requests for judicial review from final orders of the Montana Department of Labor and Industry.

## **Offices of the Judicial Branch**

The Montana Judiciary is supported by the Office of the Clerk of the Supreme Court, the Office of Court Administrator, the State Law Library, and the Clerks of the District Courts.

**Office of the Clerk of the Supreme Court** -- The Clerk of the Supreme Court is a statewide official elected on a partisan ballot to a six-year term. The Clerk conducts the business of the Court and serves as the liaison between the public, attorneys, and the Supreme Court. By statutory authority, the Clerk's office controls the docket and filings, manages the appellate process, and is the custodian of all legal records for the public and the Court. Additionally, the Clerk's office administers appellate mediation, maintains the official roll of Montana attorneys, and is responsible for licensing Montana's 4,700 attorneys.

**Office of Court Administrator** is the administrative office of the Supreme Court and is responsible for providing administrative services to the Judicial Branch. Services are provided to the Branch through three primary divisions: Court Services, Budget and Finance, and Information Technology.

**State Law Library** is the primary information provider for the citizens of Montana who are in need of legal information. The staff responds quickly and appropriately by delivering either in print or digital format what is requested. No legal advice is given, but explanations of process, procedure, and the history of laws is given readily. The Library's collection of over 200,000 hard copy items is supplemented by electronic licenses on various legal topics. The State Law Library also maintains a self-help center, which it staffs in partnership with the Court Help – Montana Legal Services AmeriCorp Program.

**Clerks of the District Courts** are independently elected county officials who serve as the custodian of the district court record and jury commissioner for the county in which they reside. There are 56 Clerks of the District Courts.

***PROFILE: JUDICIAL BRANCH INFORMATION TECHNOLOGY***

In 2002, the Supreme Court established the Commission on Technology to address the many challenges facing the Montana Judicial Branch related to outdated IT infrastructure, obsolete or declining installed hardware and operating systems, and obsolete major applications. The Commission on Technology crafts the strategic plan for information technology in the Judicial Branch. The Commission is aided in this effort by several other committees that provide input and guidance to improve the court technology program. These committees include the Automation Committee of the Commission on Courts of Limited Jurisdiction and the Automation Committee of the Montana Association of District Court Clerks.

On a day-to-day basis, the Information Technology Division of the Supreme Court's Office of Court Administrator is responsible for the tactical activities necessary to implement the plan. These activities include the development, acquisition and training of court case management systems, the acquisition and deployment of the necessary computer hardware to support the case management systems, maintenance of the Judicial Branch website, and arranging for network connectivity to facilitate remote support, research and electronic information exchange. In addition, the Division provides support for a variety of other technologies used in the courtroom, e.g., interactive video, court reporting and recording, and bench applications (sound systems, evidence display, etc.).

- The Montana Judicial Branch consists of roughly 1000 individuals. Approximately 430 are state employees and 570 are local government employees.
- Twenty one positions (18 permanent FTE/3 one-time-only FTE) provide information technology services to the Branch.
- Court locations exist in all 56 Montana counties.
- Four systems are supported: C-Track Case Management (Supreme Court); Juvenile Case Assessment and Tracking System (Youth Courts), FullCourt Case Management (Courts of Limited Jurisdiction and District Courts), and Montana Courts E-Filing.
- The Judicial Branch's operating budget for FY14 was \$40,044,501. The IT budget as a percent of the total was 10%.
- In FY 2014, court generated fines, fees, and forfeitures deposited into the state general fund amounted to \$9.2 million with \$1.44 million being generated from the Court IT surcharge.

***INFORMATION TECHNOLOGY ACCOMPLISHMENTS: 2006-2012***

The Commission on Technology adopted the third Judicial Branch Information Technology Strategic Plan in November 2009. The plan is the blueprint for court technology initiatives in the Judicial Branch and the success of the Court information technology program is a direct result of the strategic vision articulated in the plan, support of Judicial Branch members, and the support from Montana Executive and Legislative Branches. The following lists the information technology goals and accomplishments from the 2006 through the 2012 Plan:

- Deployed the Supreme Court module and document imaging subsystem of the C-Track Appellate Case Management System.
- Procured funding for a statewide license of a common case management system, jury management system and document imaging system for all Courts of Limited Jurisdiction and District Courts.
- Developed a Court Central Repository of all Courts of Limited Jurisdiction data. The Repository is designed for catastrophic backup and recovery, agency to agency data exchanges and information sharing, and the improvement of data quality.
- Developed and deployed to the 12 most urban Montana counties electronic exchange of traffic disposition data to the Department of Justice, Motor Vehicle Division.
- Advanced a funding proposal to fund network connectivity and office productivity tools for Judicial Branch courts and offices.
- Advanced a funding proposal to maintain a 5-year computer and server replacement cycle.
- Piloted and fully deployed the FullCourt case management system and document imaging subsystem in all 56 District Courts including replication of court case data to the District Court Central Repository. The Repository is designed for catastrophic backup and recovery, agency to agency data exchanges and information sharing, and the improvement of data quality.
- Developed and deployed a jury management system in Montana based on the functional specifications established by the HB 540 Task Force and Jury Track Team of the Montana Association of Clerks of District Court.
- Developed rules for Access to Court Records adopted by the Supreme Court in 2007. A substantial educational effort regarding the access rules was spearheaded by the Access Task Force. The rules were suspended in October 2010 by the Supreme Court, however, it is acknowledged that the main privacy elements of the rules are now included in the Rules of Civil and Appellate Procedure.
- The Electronic Filing Task Force and working groups defined the functional requirements for electronic filing in the State of Montana and funding was secured to implement a pilot e-filing system.

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- Working in conjunction with the Montana Highway Patrol (MHP), developed a specification, piloted, and fully deployed the electronic filing of the MHP SmartCop E-citations to the Justice Courts' FullCourt system.
- Developed and deployed the Supreme Court Public Docket and Daily Order search. The Public Docket and Daily Order search are located on the Judicial Branch's website and are connected to the docket of the Supreme Court and a significant case index to decisions of the Montana Water Court.
- In collaboration with the Information Technology Services Division of the Department of Administration provided upgraded multi-protocol circuits to all courthouses in Montana to support quality data and video services.
- Expanded video services to the county courthouses in Broadwater, Deer Lodge, Madison, Sweet Grass, Pondera, Teton, Sanders, Carbon, Mineral, Chouteau, Judith Basin, Wheatland, Sheridan, Big Horn, Prairie, McCone, Carter, Powder River, and Garfield Counties and to the Water court. In 2011 and 2012 provided updated equipment to the majority of the above mentioned sites.
- Updating antiquated equipment in use by 44 court reporters and electronic transcriptionists throughout the state.
- Provided upgraded sound systems in 21 courtrooms located throughout the state. Installed new, supplementary or upgraded audio systems in the following counties: Richland, Dawson, Beaverhead, Gallatin, Yellowstone, Ravalli, Madison, Valley, Phillips, Lincoln, Flathead, Anaconda, Glacier, Toole and Pondera.
- Advanced a funding proposal to the 2013 Legislative Session for the remaining Courtroom Technology Improvements and Additions, as well as a proposal for a Video Conferencing Solution for the 7 rural counties in Montana without video conferencing.
- Developed a Dashboard for District Court judges detailing case management data.
- Developed a Clerks of District Court Active Case Utility allowing monitoring, analysis and management of cases on a regular basis.
- Developed a fresh dynamic and friendly courts.mt.gov website that more fluently serves the needs of the general public, and attorney/judges.
- Ongoing development and testing of a court SharePoint site designed for effective business collaboration, content management, and sharing of intranet and internet sites.
- Completed a Request for Proposal process resulting in the successful selection of an E-Filing Vendor and contract award for development and implementation of a Montana Courts' Statewide E-Filing Initiative.
- Implemented a COLJ Judges LISTSERV and a COLJ Clerks LISTSERV application as a group communication vehicle.



## Montana Judicial Branch – Information Technology Strategic Plan – 2015

- Implemented a comprehensive centralized backup (AHSAY) for District Courts, Limited Courts, Juvenile Probation, OCA, Law Library, Clerk of the Supreme Court, and the Supreme Court Justices.
- Procured Cloud Computing Software (AZURE) with the intended goal of developing an archive strategy and policies for Court Reporters' Records Management.
- Developed a Drug Court Recidivism Module hosted on the OCA's collaboration website. The module was designed to easily extract recidivism data and statistics for legislative purposes.
- Updated the platform and database environment of the Juvenile Court Assessment and Tracking System (JCATS). The update was funded through a congressional earmark. This has allowed the Branch to move from a data collection only system to a case management system. The system is programmed to track recidivism, automate restitution payments to victims, and automate case planning.
- Developed and piloted in the Lewis and Clark County District Court and the Missoula County District Court electronic exchanges of Integrated Justice Information Exchanges, specifically Notice of Charges Filed, Notice of Hearing and Hearing Results, and Court Orders.
- Piloted and started statewide rollout of roadside payments in conjunction with the MHP electronic citations allowing payment of citation bond in the MHP car.
- Piloted and deployed statewide implementation of an online payment system, CitePay, for all Courts of Limited Jurisdiction allowing defendants to make fine and fee payments online.
- Testing of a newly designed online payment functionality allowing defendants, or representatives of, to pay bonds on warrants at the jail using Citepay.
- Deployed the jury management system to 49 of the Courts of Limited Jurisdiction.

## **2013 Biennial Accomplishments**

### Court Electronic Filing

- Successfully developed and posted a comprehensive Montana Courts Electronic Filing Request for Proposal; evaluated vendor submissions and live demonstrations; selected a vendor; and completed contract negotiations for Montana Courts Electronic Filing.
- In conjunction with the E-Filing vendor, developed electronic filing workflows for “Prosecutor Initiated” case types for the Appellate Court (Direct Appeals and Original Proceedings).
- Developed a workflow for the Clerk of the Supreme Court to accept and approve 1<sup>st</sup> time requests for Extensions of Time.
- Developed Supreme Court Justice Review Queues and workflows to create efficiencies in electronic filing processing. (District and Limited Court Judge Review Queue development is in progress).
- Enhanced the Supreme Court Conference Agenda to include hyperlinks to case documents from within the C-Track Case Management System.
- Enhanced C-Track to incorporate a hyperlink to District Court case records filed on Appeal, providing easier electronic access to the records for the Supreme Court Justices.
- Developed “Prosecutor Initiated” case type workflows for general and limited jurisdiction courts – Criminal, Juvenile, Abuse and Neglect, Involuntary Commitments and Developmental Disability cases.
- Presented the Court E-Filing system to numerous groups of stakeholders.
- Worked with business expert groups to vet the Temporary E-Filing Rules and identify functional gaps in the workflows and processes developed with the vendor.
- Selected a group of pilot districts for electronic filing;
  - Appellate Court tentative go-live date is scheduled for November 17, 2014
  - The predicted go-live for the 4<sup>th</sup> Judicial District pilot is April/May 2015

### FullCourt Enterprise

- Secured a comprehensive vendor proposal detailing services necessary for Montana to transition from the current end-of-life architecture to IT industry leading edge web-based architecture. The proposal moves Montana from individual distributed FullCourt databases to a single centrally hosted FullCourt Enterprise solution for all Montana trial courts.
- Collaborated with Criminal Justice partner agencies to secure a 2014 NCHIP grant for \$1,772,635 for the services necessary to transition Montana Courts from FullCourt V5 to FullCourt Enterprise.

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- Developed, tested, implemented, trained and support Online Payment of Bonds at detention centers. The system has been implemented in two courts and additional enhancements are currently being developed.
- At the request of the State's Office of the Public Defender, conceptualized, agreed upon, and developed a Public Defender Fee Assessment and Collections Report that is automatically delivered monthly via email.
- Created an automated daily process to deliver Driver's License Suspension and Reinstatement forms to the Department of Motor Vehicle utilizing the Branch's collaborative SharePoint site.
- Standardized the Courts of Limited Jurisdiction Register of Actions (ROA) table. The COLJ Automation committee developed a standard set of approximately 170 codes from over 3,000 distinct codes. IT subsequently developed a program to deploy and convert each court's ROA's to the standards set forth by the COLJ Automation Committee.
- Developed and deployed a comprehensive training plan to the Clerks of the District Court for the Uniform Case Filing Rules and District Court Performance Measures.
- Developed and continue to deliver training to the Clerks of the District Courts on the usage of the Clerks' Dashboard for closing untimely cases.
- Developed a configuration and training plan for delivery of the Inactivity Dismissal functionality within FullCourt. This functionality and training was delivered to the Clerks of the District Courts in preparation for SB21, requiring dismissal of civil actions for lack of prosecution after a period of 2 years.
- Developed a Statute Management Database and Application; ongoing maintenance of statutes due to legislative changes, agency requests, court requests, and filer requests; automated deployment of statute revisions to 190 distinct FullCourt databases, as well as real-time updates to participating criminal justice agencies.
- Developed an automated monthly query allowing the Business Analyst staff to track courts experiencing difficulties with FullCourt financials.
- Provided financial assistance and training to numerous limited jurisdiction courts facilitating true reconciliation of general ledger accounting issues, some system issues dating back to 2009.
- Due to a reduction in the 2013 Courtroom Technology Improvement request, the OCA repurposed District Court scanners and deployed them to the Courts of Limited Jurisdiction. Implementation, configuration and training plans are currently being completed.
- Developed a Criminal History Query application providing the Department of Justice the ability to track missing dispositions and update the criminal history records database, reducing the need to reach out to the courts for information.

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- Developed a cloud computing web front end application providing court reporters and FTR reporters a centralized, secure location to retain recordings, transcripts, and log notes. The system was implemented to meet the archival requirements for court transcripts.
- Developed and delivered a quarterly report of DUI, Minors in Possession and Seatbelt information to the Department of Transportation. This information will be utilized to assist the local DUI court coordinators to complete federal reporting requirements without having to reach out to the individual courts or IT Division.
- Developed a SharePoint application to track Judicial Education training events, judge contact information, as well as tenure and sub-judge info.
- Developed a SharePoint application to maintain Sentence Review logs and established functionality to merge Word documents with individual review data.
- Developing SharePoint Judicial Standards workflows.
- Developed a SharePoint application to salvage legacy LJCMS Case Management data for the Courts of Limited Jurisdiction. The application provides the courts the ability to query the data for information that is not available in FullCourt.
- In the process of developing a SharePoint application to salvage legacy JCMS Case Management data for the Clerks of the District Court. This application will provide the ability to query the legacy data for information that did not get converted to Fullcourt.
- Developed processes to automatically update the quarterly DC Judges and Clerks' Dashboards resulting in considerable IT resource time savings.
- Developed Phase I pro se statistics for Guardian (DG) and Domestic Relation (DR) case types.
- Refined the Montana Highway Patrol electronic citation data collection and distribution process. Completed the addition of a comprehensive recovery process, as well as a simple push button process for duplicate delivery of information by specific request.
- Developed the extraction of FullCourt District Court fee data hosted on a Finance Department SharePoint site. The site allows the Finance Department to reconcile District Court fees, specifically Petition for Dissolution and Legal Separation numbers, for financial audit purposes.
- Developed a daily automated process to normalize/standardize the Montana Highway Patrol, Motor Carrier Services, and Fish, Wildlife and Parks agency tables within the Courts of Limited Jurisdiction databases. This process reduces the number of eCitation import errors the courts have to resolve and subsequently manually enter.
- Developing a SharePoint Prevention Intervention Funding (PIF) contract tracking application.

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- Developed and preliminarily deployed an Inactive Session Screen Saver security measure consistent with state policy and NIST (National Institute of Standards and Technology) standards.
- Developed and implemented additional inventory controls including device bar coding and scanning to automated forms, mobile device (i.e. laptop) tracking software, and network scanning for device identity, serial number and location.
- Internal development of an enhanced backup and recovery system for FullCourt databases. The system broadcasts success and failure messages for individual backup datasets.
- Developing a system that manages automated operating system, Microsoft and virus updates, as well as remote deployment of machine images.
- Developing an online help desk system which allows users to create service/issues tickets, user managed password resets, issues and resolution tracking (approximately 6 months to completion).
- Developed a terminal services system that allows judges in multi-county districts access to the FullCourt databases within their district (database must reside on a server).
- Moved Flathead County state users from the county network to the state network – improves the ability to support state users.
- Expanded video capabilities to Daniels, Liberty, Golden Valley, and Petroleum Counties.
- Replaced 10 court reporter machines and successfully transitioned all court reporter equipment to a consistent replacement schedule.
- Installed new courtroom audio systems or upgraded existing systems in the following courtrooms: Rosebud, Jefferson, Lake, Powell, Lewis & Clark, Cascade and Yellowstone Counties. Installed portable courtroom audio systems in McCone, Granite, Prairie, and Sweetgrass Counties. Significant resources spent in Madison and Beaverhead Counties correcting microphone issues.
- Began more aggressive use of social media such as Twitter to dispense court activities, as well as for staff recruitment.
- Standing up a flash server to host all audio and video oral arguments, CLE's, training and instructional material.

# Judicial Branch Information Technology Survey

The Judicial Branch Information Technology Survey is an important tool used by the Commission to evaluate the importance of emerging technologies and to evaluate at a statewide level the quality of service provided by the Court Technology Program. The survey is sent to all Supreme Court Justices, the Clerk of the Supreme Court, District Court Judges, Chief Water Judge, Court of Limited Jurisdiction Judges, Courts of Limited Jurisdiction Clerks, Chief Probation Officers, Clerks of the District Court, and managers of the Law Library and Office of Court Administrator.

## Information Technology Survey – Satisfaction and Performance

The following table measures Judicial Branch satisfaction and performance of the Court Technology Program.

**Table 1.1 -- 2014 Court Technology Program:  
Satisfaction and Performance Survey Comparison with 2012 Survey**

Areas of Support	DC Judges	DC Clerks	COLJ Judges & COLJ Clerks	Chief JPO's	Supreme Court, Clerk, OCA & Law Library	2014 AVERAGE	2012 AVERAGE	Change
IT Support	1.80	1.67	1.60	1.87	1.50	1.69	1.59	-0.10
Hardware/Software Upgrades	1.95	1.81	1.91	1.87	1.67	1.84	1.84	0.00
Courtroom Technology	2.29					2.29	2.24	-0.05
CASE MANAGEMENT SUPPORT								0.00
FullCourt/Jury Support		1.65		1.76		1.71	1.73	0.02
JCATS Support				1.72		1.72	1.69	-0.03
JCATS-BOT Support				1.88		1.88	1.75	-0.13
C-Track Support					1.92	1.92	1.58	-0.34

IT Support Key: 1=More than adequate 2=Adequate 3=Inadequate

### Summary Statement:

Most courts and judicial offices indicated that IT support and performance is adequate, however in the 2014 Technology Survey there was a slight decline in some support areas such as C-Track Support, as well as very slight declines in overall IT Support and JCATS Back on Track Support. Courtroom Technology continues to be the area of support and maintenance where the Branch receives the most troubling score.

## Information Technology Survey Emerging Court Technologies and Services

The second part of the survey asked each group to rank the importance of key technologies identified by the Conference of State Court Administrators in December 2005 as emerging court technologies. Table 1.2 provides the results of important technologies and services to Montana courts today. *Please note this table is represented differently than in the past. Historical representations have shown the technology importance broken down by individual groups. In 2014 the technology importance is presented as a branch-wide representation.*

**Table 1.2 -- 2014 Court Technology Program:  
Important Court Technologies and Services - Comparison with 2012 Survey  
(Sorted by 2014 Most Important to Least Important)**

Technology or Service	2014 Rating Average	2012 Rating Average	Change
Document imaging/document management?	1.5	1.62	0.12
Automated information exchanges (DOR, DOJ, DPHHS, DOC, local law enforcement/prosecutors)?	1.58	1.81	0.23
Montana Courts website?	1.73	1.77	0.04
Online fees and fines payments?	1.79	1.95	0.16
E-filing?	1.82	1.88	0.06
Wireless access in courtrooms (for attorneys, prospective jurors and others)?	1.82	1.92	0.1
Courtroom evidence display equipment?	1.97	2.03	0.06
Web based public access to court records?	1.99	2.12	0.13
Web based court calendaring?	2.07	2.15	0.08
Use of mobile devices?	2.23		2.23

**Technology or Service Key: 1=Very Important 2=Important 3=Not Important**

### Summary Statement:

Document imaging/management, electronic information exchanges, and the Montana Courts website continue to remain the most essential branch-wide technologies (in bold above).

It is important to note:

- Implementation of both Montana Courts E-Filing and FullCourt Enterprise will address the document imaging/management technology priority, as well as assist with retention functionalities.
  - It is still critical that development of retention policies for electronic work products be established for the branch (**Action Item 2.2.3, Page 22**).
- Because the Montana Courts website continues to be considered a highly important Branch technology, **Action Items 3.3.1 and 3.3.2, 3.3.3, Page 24** should be given priority consideration.



# Information Technology

## Goals & Objectives

**GOAL 1: Strategic Information Planning.** The Montana Judicial Branch shall develop information technology resources in an organized, deliberative, inclusive and cost-effective manner consistent with the Judicial Branch's mission to provide an independent, accessible, responsive, impartial, and timely forum to resolve disputes; to preserve the rule of law; and to protect the rights and liberties guaranteed by the Constitutions of the United States and the State of Montana.

### Goal 1 Objectives:

- 1.1 Pursuant to the Supreme Court's January 29, 2002 order, the Commission on Technology will meet at least twice per year to review, recommend and adopt information technology policies, standards, procedures, and guidelines applicable to all Montana courts and judicial branch offices.
- 1.2 The Commission on Technology will draft the Judicial Branch's Strategic Plan for Information Technology, refresh the plan as needed in conjunction with budget development, and monitor performance of the plan.

**GOAL 2: Security and Business Continuity.** The Montana Judicial Branch shall provide the infrastructure and disaster-recovery tools to ensure the security, reliability, continuity, availability, and integrity of data, information and systems.

### Goal 2 Objectives:

- 2.1 The Judicial Branch will maintain a central repository of court information that ensures reliable and appropriate access to system information and reliable data recovery.
- 2.2 The Judicial Branch will develop security policies consistent with state policies, including procedures for authenticating electronic documents.
- 2.3 The Commission on Technology will review and approve security policies and security measures, consistent with state policies and measures for the Judicial Branch. The Commission on Technology will provide governance support to the Information Technology Division when implementing such policies and measures.
- 2.4 The Judicial Branch will assess risk, relative to security, availability, reliability, integrity, and continuity and develop a disaster recovery plan for all court information.
- 2.5 The Judicial Branch will employ automated tools to enhance efficiencies when deploying security policies and implementing security measures.

**GOAL 3: Appropriate Access.** The Montana Judicial Branch shall provide for user-friendly electronic access to and exchange of information for stakeholders, consistent with the public's right to know and rights of individual privacy.

**Goal 3 Objectives:**

- 3.1 The Judicial Branch will enhance the use and functionality of all provided applications.
- 3.2 The Judicial Branch will work to improve the connectivity of all field offices to the state's data/video network (SummitNet).
- 3.3 All web-based access will employ a similar look and feel and be ADA compliant.
- 3.4 Reliable, authentic public information will be accessible via a web browser where appropriate.
- 3.5 The Judicial Branch will encourage appropriate electronic information exchange with authorized entities.
- 3.6 The Judicial Branch will develop and implement consistent rules for access to court records.

**GOAL 4: Standardization.** The Montana Judicial Branch shall adopt standards that give staff and citizens a similar presentation when accessing judicial information and encourage seamless integration of all governmental systems in the state.

**Goal 4 Objectives:**

- 4.1 The Judicial Branch will use and encourage the use of state standards for software, hardware and security.
- 4.2 The Judicial Branch will work to adopt data standards that facilitate information sharing and allow better reporting throughout the system.
- 4.3 The Judicial Branch will promote the appropriate use of interactive video and provide an interactive video capability in Montana courts as funding and resources permit.

**GOAL 5: Appropriate Technology.** The Montana Judicial Branch shall equip its staff with appropriate contemporary technology to ensure efficient, effective, quality service to both the Judicial Branch and the public.

**Goal 5 Objectives:**

- 5.1 The Judicial Branch will maintain an inventory system and a regular replacement cycle for all supported technology.
- 5.2 The Judicial Branch will employ an inventory management system that will enhance branch accountability of equipment and IT resources.
- 5.3 The Judicial Branch will, where possible, centralize the administration, management, support and inventory of systems.
- 5.4 The Judicial Branch will train court and local government staff on standard software, hardware, and security.
- 5.5 The Judicial Branch will use technology to enhance courtroom efficiency, effectiveness and access (e.g., network access, evidence presentation and display systems, court reporting and recording use to capture and preserve the court record).
- 5.6 The Judicial Branch will deploy imaging functionality in the courts of limited jurisdiction as funding is available.

**GOAL 6: Efficient and Effective Management.** The Montana Judicial Branch shall procure and allocate the resources necessary for judicial information technology systems to be developed, deployed and supported in an efficient and fiscally responsible manner.

**Goal 6 Objectives:**

- 6.1 The Judicial Branch will seek adequate staffing to enable support of systems across the state.
- 6.2 The Judicial Branch will seek input from stakeholders and other communities of interest regarding efficient and effective management of information technology resources.

## Alignment with State of Montana 2014 Information Technology Strategic Plan

The following table shows how the Judicial Branch's Strategic Plan aligns with the State of Montana's 2014 Information Technology Strategic Plan.

Judicial Branch 2015 IT Goals	State of Montana 2014 IT Goals
<b>Goal 1:</b> Strategic Information Technology Planning	<b>Enterprise Initiative 10 – Strategic Planning:</b> <ul style="list-style-type: none"> <li>➤ The State of Montana Strategic Plan for Information Technology provides the framework and guidance for state agencies to develop and use IT resources to provide state government services.</li> <li>➤ Agency IT plans identify specific agency technology goals, objectives and budget requirements for implementing the plans.</li> </ul>
<b>Goal 2:</b> Security and Business Continuity	<b>Enterprise Initiative 10 – Cyber Security:</b> <ul style="list-style-type: none"> <li>➤ Montana has two primary security initiatives: Mobile Device Management (MDM) and Data Protection.</li> <li>➤ <b>Montana IT Principle</b> – Mitigation of risks is a priority for protecting individual privacy and the privacy of IT systems information.</li> </ul>
<b>Goal 3:</b> Appropriate Access	<b>Enterprise Initiative 10 – Cyber Security:</b> <p>The Data Protection Initiative encompasses three enterprise-wide security efforts to protect the state's data assets:</p> <ul style="list-style-type: none"> <li>➤ Authenticate the identity of users and their access to data.</li> <li>➤ Multi-factor Authentication implements a system to verify the identity of a user in the enterprise access controls system through more than one authentication factor.</li> <li>➤ Enterprise Risk Assessment will evaluate the security and vulnerability of selected high-profile, high-value state targets.</li> <li>➤ <b>Montana IT Principle</b> – IT systems will provide delivery channels that allow citizens to determine when, where, and how they interact with state agencies.</li> </ul>

## Montana Judicial Branch – Information Technology Strategic Plan – 2015

<b>Goal 4: Standardization</b>	<b>Montana IT Principles</b> <ul style="list-style-type: none"> <li>➤ Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services.</li> <li>➤ Montana will use shared inter-state systems to minimize IT expenditures, improve service delivery and accelerate service implementation.</li> </ul>
<b>Goal 5: Appropriate Technology</b>	<b>IT Services and Processes</b> <ul style="list-style-type: none"> <li>➤ Agencies will look for opportunities to build their program services on shared IT systems: inter-agency systems, SITSD enterprise systems, and interstate systems.</li> <li>➤ Montana has two primary data centers: the State of Montana Data Center in Helena and the Miles City Data Center. MCDC operates as a backup and recovery site.</li> <li>➤ The backbone of Montana's IT infrastructure is SummitNet, a secure consolidated voice, video and data network that supports approximately 22,000 devices at over 600 locations.</li> </ul>
<b>Goal 6: Efficient and Effective Management</b>	<b>Montana IT Principles</b> <ul style="list-style-type: none"> <li>➤ Resources and funding will be allocated to the IT projects that contribute the greatest net value and benefit to Montana stakeholders.</li> <li>➤ Unwarranted duplication will be minimized by sharing data, IT infrastructure, systems, applications and IT services.</li> <li>➤ Montana will use shared inter-state systems to minimize IT expenditures, improve service delivery and accelerate service implementation.</li> <li>➤ IT will be used to provide educational opportunities, create quality jobs, a favorable business climate, improve government, protect individual privacy and protect the privacy of IT information.</li> <li>➤ IT resources will be used in an organized, deliberative and cost-effective manner.</li> </ul>

# ***INFORMATION TECHNOLOGY ACTION PLAN***

## ***2015***

The following action plan describes the specific activities that will be conducted to implement the objectives contained in the Information Technology Strategic Plan.

<b>Objective 2.1</b>	<b>The Judicial Branch will maintain a central repository of court information that ensures reliable and appropriate access to system information and reliable data recovery.</b>
FY15 - FY17 Action Items	
<b>2.1.1</b>	Continue to provide regular maintenance for the Courts of Limited Jurisdiction and District Court Central Repositories established in 2006.
<b>2.1.2</b>	Implement technologies to ensure Court systems are protected from Cyber Security vulnerabilities.
<b>2.1.3</b>	Continue to work toward appropriate Public Access and Privacy Rules and develop a methodology to ensure appropriate public access to data in the repositories.
<b>2.1.4</b>	Ensure the Judicial Branch is utilizing the Enterprise IT Infrastructure to protect critical court systems with backup and disaster recovery services.

<b>Objective 2.2</b>	<b>The Judicial Branch will develop security policies consistent with state policies, including procedures for authenticating electronic documents.</b>
FY15 - FY17 Action Items	
<b>2.2.1</b>	Upon the re-evaluation and adoption of the currently suspended Public Access and Privacy Rules, develop and maintain information security policies consistent with the access rules adopted by the Supreme Court and consider adopting appropriate enterprise security policies advanced by the State of Montana.
<b>2.2.2</b>	Continue to ensure that any electronic filing system follows the best practices for authentication of electronic documents as recommended by the Electronic Filing and Access Task Force.
<b>2.2.3</b>	Review and develop retention procedures for electronic work products based on best practices.

<b>Objective 2.4</b>	<b>The Judicial Branch will assess risk, relative to security, availability, reliability, integrity, and continuity and develop a disaster recovery plan for all court information.</b>
FY15 - FY17 Action Items	
<b>2.4.1</b>	Develop a detailed disaster recovery and business continuity plan for all court information.
<b>2.4.2</b>	Provide enhanced training to Judicial Branch employees on computer and network security, cyber security risk recognition, and the importance of backup procedures/responsibilities.
<b>2.4.3</b>	Collaborate with the Department of Administration's Information Technology Services Division to complete a comprehensive inventory of Judicial Branch applications and identify systems that may be vulnerable to cyber security risks. Develop a plan to implement protection appliances and measures consistent with the state's initiatives and policies.

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Objective 2.5	<b>The Judicial Branch will employ automated tools to enhance efficiencies when deploying security policies and implementing security measures.</b>
FY15 - FY17 Action Items	
2.5.1	The Judicial Branch will develop, consistent with state policies and measures, a two-factor authentication security policy.
2.5.2	The Judicial Branch will implement, consistent with state policies and measures, a two-factor authentication hardware FOB (token) to all personnel and contractors who access State of Montana computer systems.

Objective 3.1	<b>The Judicial Branch will enhance the use and functionality of all provided applications.</b>
FY15 - FY17 Action Items	
3.1.1	Begin collaborative monthly sessions with Justice Systems, Inc. personnel and the automation committee members of the Clerks of District Courts and Courts of Limited Jurisdiction to begin development of the Montana Statewide FullCourt Enterprise (FCE) Case Management System.
3.1.2	Work collaboratively with the Department of Justice to integrate and enhance the current automated data exchanges to FCE and to develop the new exchange of protection order, bench and arrest warrant data to the Criminal Justice Information Network (CJIN).
3.1.3	Solicit pilot location interest, collaboratively review requests and recommend to the Office of the Court Administrator a FullCourt Enterprise Pilot district.
3.1.4	Continue JCATS maintenance and ongoing enhancements
3.1.5	Implement E-Filing Phase I, Prosecutor Initiated Case workflows in the Appellate Court. <ul style="list-style-type: none"> <li>➤ Complete development of Phase I workflows for Trial Courts and implement workflows in the 4<sup>th</sup> Judicial District.</li> <li>➤ Continue implementation of E-Filing Phase I, Prosecutor Initiated Case workflows to the remaining 3 pilot districts.</li> <li>➤ In parallel, begin development of Phase II, Civil case workflows for the Appellate Court and the Trial Courts.</li> <li>➤ Implement Civil case workflows in the Appellate Court.</li> <li>➤ Implement Civil case workflows in the 4<sup>th</sup> Judicial District.</li> </ul>
3.1.6	Develop educational and marketing strategies to encourage widespread use of the Montana Courts E-Filing System.
3.1.7	Expand the SmartCop E-Citation import project to the Department of Fish, Wildlife and Parks, as well as the Department of Transportation's Motor Carrier Services. Encourage DOJ to find ways to share the infrastructure for electronic citation filing with other state and local law enforcement officials.
3.1.8	Continue maintenance and training of the CitePay online fine and fee payment system for all Courts of Limited Jurisdiction.
3.1.9	Continue to refine the Montana Courts on-line payment portal, particularly as it relates to payment of bond at jails.
3.1.10	Continue efforts to encourage the Montana Highway Patrol to market and accept Roadside Payments in the car.

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<b>3.1.11</b>	Continue efforts to establish an enterprise content management system (SharePoint) for on-line collaboration and information sharing for Judicial Branch employees and external stakeholders including enhancements to the Judge's Electronic Workbench, Court Help Law Portal, Centralized Drug and Treatment Court Coordinator Site and Boards and Commissions, Finance and Court Services Departments.
<b>3.1.12</b>	Pursue funding/options to thoroughly educate internal Information Technology Staff in application development of the on-line collaboration and information sharing projects mitigating reliance on contract vendors for development.
<b>3.1.13</b>	Develop a Governance Plan for projects, requests, and changes to the enterprise content management system (SharePoint).

<b>Objective 3.2</b>	<b>The Judicial Branch will work to improve the connectivity of all field offices to the state's data/video network (SummitNet).</b>
FY15 - FY17 Action Items	
<b>3.2.1</b>	Continue working with the Department of Administration and other network providers to evaluate and improve network connectivity for Montana courts.
<b>3.2.2</b>	Work with the Department of Administration and other network providers to evaluate network rate recovery models and improve network connectivity to Montana courthouses.
<b>3.2.3</b>	Develop a branch video conferencing usage policy.

<b>Objective 3.3</b>	<b>All web-based access will employ a similar look and feel and be ADA compliant.</b>
FY15 - FY17 Action Items	
<b>3.3.1</b>	Establish a subcommittee of the COT to review Judicial Branch website and suggest improvements.
<b>3.3.2</b>	Develop a Governance Plan for website improvements and content changes.
<b>3.3.3</b>	Establish point of contact person within each court or judicial office to coordinate content changes.
<b>3.3.4</b>	Continue efforts to ensure that the Montana Courts E-Filing Portal and filing procedures retain the same look and feel from court level to court level and case type to case type.
<b>3.3.5</b>	Begin preliminary research into pro se filing strategies and portal development.

<b>Objective 3.4</b>	<b>Reliable, authentic public information will be accessible via a web browser where appropriate.</b>
FY15 - FY17 Action Items	
<b>3.4.1</b>	Continue to work toward appropriate Public Access and Privacy Rules and develop a methodology to ensure appropriate access to system data housed in the central repositories.
<b>3.4.2</b>	With the support of the COT implement technologies and policies consistent with state policies to ensure court systems and data are protected from Cyber Security vulnerabilities and unauthorized data access.
<b>3.4.3</b>	Evaluate the potential of social media technologies for use in the Judicial Branch. The branch currently utilizes Twitter and the Montana Law Library minimally uses Facebook.
<b>3.4.4</b>	Establish a branch Social Media policy.



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Objective 3.5	The Judicial Branch will encourage appropriate electronic information exchange with authorized entities.
FY15 – FY17 Action Items	
3.5.1	Continue work with the Montana Integrated Justice Information Systems (IJIS) group to define and automate criminal justice information exchanges in accordance with national information sharing standards.
3.5.2	Continue work with the Department of Transportation's Traffic Records Coordinating Committee to improve traffic record information exchanges.
3.5.3	Work with state and local government agencies to convert information exchanges currently performed in a paper format into an electronic exchange.
3.5.4	Complete the implementation of electronic exchanges of traffic disposition data to the Department of Justice's Motor Vehicle Division for the remainder of the Courts of Limited Jurisdiction.
3.5.5	Continue the implementation of electronic exchanges to the Criminal History Records System and Crime Victim Notification System for the remainder of the District Courts.
3.5.6	Work with the Department of Fish, Wildlife and Parks to implement electronic exchange of SmartCop citations data and images to the courts. Further enhance this effort with the delivery of court disposition information on FWP violations, as well as automatic delivery of court requested FWP License Suspensions and Reinstatements.
3.5.7	Continue work with the Motor Carrier Services Division of the Department of Transportation to implement an electronic exchange of SmartCop citation data and images to the courts.
3.5.8	Begin implementation and extensive training of an integration platform entitled Mule – Enterprise Services Bus which is designed to seamlessly manage data exchanges, application integrations, automate processes, and synchronization of data in real-time.

Objective 4.2	The Judicial Branch will work to adopt data standards that facilitate information sharing and allow better reporting throughout the system.
FY15 – FY17 Action Items	
4.2.1	Continue to identify, collaboratively agree, and publish appropriate Judicial Branch data standards, particularly as standards relate to the effectiveness of Court E-Filing and the ease of conversion, implementation, use and training of FullCourt Enterprise.
4.2.2	Develop processes to identify data inaccuracies and inequalities. Deliver training to correct data inaccuracies and develop a plan to correct data inequalities.
4.2.3	Continue improving strategies for the collection, access and presentation of case processing measures as established by the Supreme Court and the District Court Council.
4.2.4	Develop and implement rules to identify aged District Court cases for dismissal in a more automated and timely fashion.
4.2.5	Continue to work with IJIS Broker project team to define statewide data standards for criminal justice information exchange.

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<b>Objective 4.3</b>	<b>The Judicial Branch will promote the appropriate use of interactive video and provide an interactive video capability in Montana courts as funds and resources permit.</b>
FY15 - FY17 Action Items	
4.3.1	Continue to work with the Department of Administration on quality of service capability to reduce circuit and maintenance costs.
4.3.2	Explore additional uses of interactive video including web-casting, use of video equipment for evidence display and desktop video conferencing.
4.3.3	Evaluate and deploy improved procedures for scheduling interactive video sessions across the state.
4.3.4	Seek opportunities and funding to develop the Branch Audio/Video Coordinator skillset for complete installation, maintenance and support of these systems, thereby reducing contracted services costs and creating Branch efficiencies.
4.3.5	Develop an interactive video marketing and education plan.
<b>Objective 5.2</b>	<b>The Judicial Branch will employ an inventory management system that will enhance branch accountability of equipment and IT resources.</b>
FY15 - FY17 Action Items	
5.2.1	Utilize the Enterprise Service Center Configuration Manager (SCCM) network inventory features to assist in device management, resource location and inventory tracking.
5.2.2	Continue development of the SCCM automated online ticketing feature to assist the Information Technology Division in accountability of support requests, issue tracking and resolution, and resource management.
<b>Objective 5.5</b>	<b>The Judicial Branch will use technology to enhance courtroom efficiency, effectiveness and access (e.g., network access, evidence presentation and display systems, court reporting equipment).</b>
FY15 - FY17 Action Items	
5.5.1	Continue to evaluate the technology needs of Montana courtrooms and establish a minimum level of technology in Montana courtrooms.
5.5.2	Continue to prioritize the needs of Montana courtrooms and implement improvements, including courtroom audio systems as funding and resources permit.
5.5.3	The Judicial Branch will seek adequate funding for future installations, upgrades and enhancements of Courtroom Technology including sound systems and evidence displays.
5.5.4	Advance a proposal to the 2017 Legislature to provide regular replacement cycle funding for courtroom audio and video technology.
5.5.5	Continue to work with the Court Reporters' Record Management Task Force to design an effective and efficient means for court reporters and Clerks of District Court to comply with 3-5-603, MCA (...The report must file with the clerk forthwith the original stenographic notes taken upon a trial or hearing required to be taken by this subsection. ....shall provide a safe and secure place for the clerk to store all official notes of the proceedings. The official notes must be kept for a period of 10 years).
5.5.6	Continue efforts to develop a branch policy for use of the Court Reporters' Records Management Process.

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<b>5.5.7</b>	Continue efforts to develop a detailed training plan and guidelines for use of the Court Reporters' Records Management application.
<b>5.5.8</b>	Review 2014 IT Survey Common Themes; identify and address courtroom equipment (laptop) requests within budget constraints.

  

<b>Objective 5.6</b>	<b>The Judicial Branch will deploy imaging functionality in the courts of limited jurisdiction contingent on funding availability.</b>
FY15 - FY17 Action Items	
<b>5.6.1</b>	Identify resources needed to provide imaging functionality in the courts of limited jurisdiction and calculate the cost of procuring these resources.
<b>5.6.2</b>	Advance a funding proposal for deploying imaging functionality in the courts of limited jurisdiction.

  

<b>Objective 6.1</b>	<b>The Judicial Branch will secure adequate staffing to enable support of systems across the state.</b>
FY15 - FY17 Action Items	
<b>6.1.1</b>	Review IT position descriptions and salaries to ensure that the Judicial Branch is competitive with other governmental entities in order to recruit and retain the best possible IT staff.
<b>6.1.2</b>	Advance a proposal to the 2015 Legislature to convert the 3 one-time only FTE funded during the 2015 Legislature to permanent IT FTE.
<b>6.1.3</b>	Continue to implement the virtualization technologies (server and desktop) and consolidation opportunities with state and local government to 1) reduce costs by sharing common IT infrastructure and common IT services; 2) reduce energy costs by reducing duplicative equipment and data centers; 3) reduce complexity and administrative overhead costs by implementing common services and infrastructure; 4) leverage the investment in the enterprise data centers to improve the security, disaster recovery and continuity of operations for Montana courts and judicial offices.

  

<b>Objective 6.2</b>	<b>The Judicial Branch will seek input from stakeholders and other communities of interest regarding efficient and effective management of information technology resources.</b>
FY15 - FY17 Action Items	
<b>6.2.1</b>	The Commission on Technology will continue to convene multi-disciplinary task forces as appropriate to research and recommend improvements to the court technology program.
<b>6.2.2</b>	The Commission on Technology will continue to survey Judicial Branch members and other communities of interest to evaluate customer satisfaction with services provided through the court technology program.
<b>6.2.3</b>	Consider/evaluate opportunities to collaborate with other state agencies for the use of the JCATS technology providing them an easily customizable platform to meet their needs. These relationships/opportunities have the potential of creating significant financial efficiencies for the state, as well as significantly improved data collection strategies.